



Fairbanks North Star Borough Comprehensive Economic Development Strategy

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Chapter 2 - Vision, Goals, Objectives and Strategies

VISION -

To improve the quality of life and the standard of living of the residents of the Fairbanks North Star Borough (FNSB) by developing goals, establishing objectives and implementing strategies that sustain, enhance or increase economic and social opportunities for the individuals in the region.

GOALS, OBJECTIVES AND STRATEGIES -

GOAL I - Community Development - To support organizations, businesses, individuals and governing bodies that enhance the quality of life and sense of place.

Objective 1.1- Infrastructure Development - Support the development, maintenance and improvement of public and private infrastructure necessary for economic development and community development for the region.

Strategy 1.1.A - Support the design, construction and maintenance of trail, road, rail and air transportation systems that improves access to the region.

Action 1.1.A.1 - Support the implementation of the Fairbanks International Airport Master Plan, including taxiway relocation, runway reconstruction, and cargo apron relocation.

Action 1.1.A.2 - Support construction of a new airport terminal that meets Fairbanks' future needs as a national and international airport, including customs and immigration.

Action 1.1.A.3 - Support the design, funding and construction of projects, such as track relocation and a new rail yard, that would improve functionality and enhance the role of FNSB as a hub for the Alaska Railroad. Specifically encourage routes between Fairbanks, Ft. Greely, and other economic locations.

Action 1.1.A.4 - Support the funding and completion of the Statewide Transportation Improvement Program (STIP) projects that improve transportation in and around the FNSB.

Action 1.1.A.5 - Support the Fairbanks Metropolitan Area Transportation System (FMATS) / Metropolitan Planning Organization (MPO) and the Transportation Improvement Program (TIP).

Action 1.1.A.6 - Support development and maintenance of interconnected, mass transit, para transit, and coordinated transportation systems.

Action 1.1.A.7 - Support dedication, development, and maintenance of a borough-wide, interconnected, multiuse, trails system connecting to other areas in the Interior of Alaska.

Strategy 1.1.B - Support the development of low cost, alternative, or renewable energy and power generation including the distribution of same to all areas of the FNSB.

Action 1.1.B.1- Support state grants that extend power throughout the FNSB.

Action 1.1.B.2 - Support geothermal energy production at Chena Hot Springs.

Action 1.1.B.3 - Support the sale of Healy Clean Coal to Golden Valley Electric Association (GVEA), or a consortium including GVEA, at a price that will allow it to be operated in a commercially and economically viable manner.

Strategy 1.1.C - Support the development of transportation and communication systems that would strengthen the FNSB as Alaska's economic development hub.

Strategy 1.1.D - Market the Fairbanks International Airport to maximize its economic impact on the FNSB economy.

Strategy 1.1.E - Support development of commercialization infrastructure that facilitates technology transfer.

Strategy 1.1.F - Identify and reserve right-of-ways that provide access to natural and mineral resources in the Interior and Northern regions.

Strategy 1.1.G - Encourage the development of transportation routes and energy and communication systems that improve the ability of FNSB businesses to market and distribute goods, services and passengers to markets in Canada and the "Lower 48."

Action 1.1.G.1 - Promote establishment of National Scenic Byways and All-American Roads in the Interior.

Strategy 1.1.H - Support the borough wide expansion of safe water, sewer, power, communications and other utilities.

Strategy 1.1.I - Encourage the development of communications and energy infrastructure that would develop the FNSB as a communication and technology center.

Strategy 1.1.J - Prepare for anticipated population fluctuations due to military or industrial activity.

Action 1.1.J.1 - Support development of quality affordable housing for permanent and transient workforce.

Action 1.1.J.2 - Expand and improve local road and street networks.

Strategy 1.1.K - Support planning principles that minimize urban sprawl and revitalize urban areas.

Strategy 1.1.L - Support transportation infrastructure improvements that improve access to the Fairbanks City Center.

Strategy 1.1.M - Identify and promote commercial advantages of the established Foreign Trade Zones at the Fairbanks International Airport and its sub-zones.

Strategy 1.1.N - Encourage continued efforts to locate heavy industrial activities to the appropriately zoned areas.

Action 1.1.N.1 - Target Van Horn and other designated Industrial areas for industrial development.

Action 1.1.N.2 - Promote relocation of the railroad industrial yard.

Objective 1.2 - Quality of Life Improvements - Support quality in health care, education, public safety, beautification, government and culture that would improve the individual and community quality of life in the FNSB.

Strategy 1.2.A - Become recognized as the arts and culture center of Alaska by developing a healthy, diverse, multicultural, and economically successful arts community in which heritage is celebrated.

Strategy 1.2.B - Promote the development and maintenance of community and cultural centers and themes that enhance the FNSB's sense of place.

Action 1.2.B.1 - Support Chena Riverbend development project.

Action 1.2.B.2 - Support theme city development in North Pole.

Action 1.2.B.3 - Support development and construction of a community center in North Pole.

Action 1.2.B.4 - Actively support construction of a Fish Hatchery in the FNSB.

Action 1.2.B.5 - Support renovation of the Alaska Centennial Center for the Arts.

Action 1.2.B.6 - Support construction of a downtown boat dock.

Action 1.2.B.7 - Develop a world-class river walk connecting the city center and Pioneer Park.

Action 1.2.B.8 - Support the South Davis Park Project.

Action 1.2.B.9 - Support design and construction of interpretive science centers.

Action 1.2.B.10 - Support the University of Alaska Museum of the North.

Strategy 1.2.C - Promote winter accessibility and safety.

Action 1.2.C.1 - Encourage building safe road crossings.

Strategy 1.2.D - Support programs that will train educators, teachers and instructors to ensure the quality of the educational system and preserve all cultural heritages.

Strategy 1.2.E - Support the development, or renovation, of an indoor, outdoor and dual-season performance or event facility.

Strategy 1.2.F - Encourage physical and mental health care delivery that maintain and improve existing staff, facilities, and equipment, or add new facilities to provide quality care to residents of Interior and Northern Alaska.

Action 1.2.F.1 - Support development of a cardiology center.

Action 1.2.F.2 - Advocate for consideration of constructing Tanana Chief Conference's regional hospital in the FNSB.

Action 1.2.F.3 - Support development of elder care facilities and senior campuses in the FNSB.

Strategy 1.2.G - Encourage the streamlining of government functions.

Strategy 1.2.H - Encourage excellence in K-12 and post-secondary educational systems producing results that exceed state and national averages.

Strategy 1.2.I - Support the expansion and enhancement of the University of Alaska Fairbanks (UAF) and Tanana Valley Campus Center (TVCC), encouraging funding at levels that allow growth, promote excellence, increasing maintenance funding, the addition of new programs, and both programmatic and institutional accreditation.

Action 1.2.I.1 - Support completion of TVCC building rehabilitation.

Action 1.2.I.2 - Support funding for adequate building construction at all University of Alaska Fairbanks campuses in the FNSB.

Strategy 1.2.J - Promote vocational, technical, and career training opportunities within the FNSB that prepare residents for a global marketplace.

Strategy 1.2.K - Support development and ongoing maintenance of beautification efforts in the FNSB.

Action 1.2.K.1 - Support a borough landscape ordinance.

Strategy 1.2.L - Ensure education systems for children and adults include arts, physical fitness, and creativity as an essential component.

Action 1.2.L.1 - Support the design and construction of a YMCA type facility.

Objective 1.3 - Capacity Building - Assist local government and community organizations to develop leadership skills and the ability to successfully carry out economic and community development activities.

Strategy 1.3.A - Encourage the involvement of youth in all aspects of the community, including government, business, education, arts and cross-cultural exchanges.

Action 1.3.A.1 - Support local sister city relationships.

Strategy 1.3.B - Support life skills, work ethics, arts, business, entrepreneurial and motivation skills in school curricula.

Strategy 1.3.C - Promote School-to-Work and School-to-Apprenticeship programs, and support steps that strengthen apprenticeship programs that prepare our workforce for jobs of the future.

Action 1.3.C.1 - Train the next generation for construction and industrial trades.

Strategy 1.3.D - Encourage and promote the identification and development of potential leaders in the community.

Objective 1.4 - Recreation - Support the development, maintenance and improvement of public and private recreational facilities and programs.

Strategy 1.4.A - Support the development and construction of year-round recreational facilities and opportunities consistent with and to capitalize upon local climatic conditions.

Strategy 1.4.B - Continue to support development of recreational facilities used jointly by the military, other government agencies and private entities.

Strategy 1.4.C - Develop the FNSB as a year round sport and recreation destination center, including sled dog sports, alpine and cross country skiing, snow machining, ice carving, mountain biking, hiking, rock climbing and other recreational opportunities.

Strategy 1.4.D - Support the hosting of scholastic and athletic competition at all levels.

GOAL II - Environmental Enhancement - To sustain and improve the quality of the region's natural environment by being wise stewards of resources and habitat.

Objective 2.1 - Sustainability - Support public and private efforts to foster a healthy and sustainable community.

Strategy 2.1.A - Continue to support area wide waste management.

Action 2.1.A.1 - Support development of cost-effective recycling programs.

Action 2.1.A.2 - Support safe handling and disposal of waste and hazardous materials.

Strategy 2.1.B - Support public and private efforts to provide safe water to all residents of the FNSB.

Strategy 2.1.C - Improve both air and water quality in the borough by advancing and supporting development and implementation of all technologies that are beneficial for our climate and locale.

Strategy 2.1.D - Encourage the use of sustainable design and businesses practices.

Action 2.1.D.1 - Promote education of business community on benefits of sustainable business practices.

GOAL III - Economic Development - To support those organizations, businesses, individuals and governing bodies that promote development of Interior and Northern Alaska.

Objective 3.1- Natural Resource Development - Support those organizations, businesses, individuals and governing bodies that promote development of Interior and Northern Alaska's natural resources.

Strategy 3.1.A - Actively support oil and gas development in Interior and Northern Alaska.

Action 3.1.A.1 - Encourage increased production from the Alaska North Slope.

Action 3.1.A.2 - Support opening the 1002 area of Alaska National Wildlife Reserve.

Action 3.1.A.3 - Support development of Northern Petroleum Reserve Alaska.

Action 3.1.A.4 - Support Nenana Basin gas development.

Strategy 3.1.B - Actively support mineral development in Interior and Northern Alaska.

Action 3.1.B.1 - Support further expansion and development of coal and gold industries.

Action 3.1.B.2 - Support continuing airborne and field geological and geophysical surveys by the State.

Action 3.1.B.3 - Actively support development of the Pogo mine.

Strategy 3.1.C - Actively support construction of a natural gas pipeline through the Interior, with particular emphasis on assuring maximum benefit to Alaska's communities and location of construction, operation, and regulatory headquarters in Fairbanks.

Action 3.1.C.1 - Identify and develop a natural gas business park.

Action 3.1.C.2 - Advocate for consideration of take-off ports at the Yukon River, Fairbanks, Delta and other Interior and Northern locations that support economic development in the Interior and Northern regions.

Action 3.1.C.3 - Advocate responsible development of petrochemical industry in the FNSB.

Strategy 3.1.D - Encourage expansion and development of local refinery capabilities for clean fuels and value-added products from oil and gas resources.

Strategy 3.1.E - Support the accelerated transfer of Federal land to Native Corporations and the FNSB.

Objective 3.2 - Military Development - Support and promote the growth of military installations in Interior Alaska.

Strategy 3.2.A - Actively support needed infrastructure development at Ft. Wainwright and Eielson to meet training and personnel mission needs.

Strategy 3.2.B - Actively support military and civilian activities that would increase training exercises in the Interior.

Strategy 3.2.C - Actively support increased military cold weather and weapons research in the Interior.

Strategy 3.2.D - Actively support the missions of Fort Wainwright, Eielson Air Force Base, Fort Greely and Clear Air Force Station and retention of these military activities.

Action 3.2.D.1 - Continue to support expeditious completion of the new Bassett Army Hospital on Fort Wainwright.

Action 3.2.D.2 - Continue to support deployment of the National Missile Defense System at Fort Greely with support facilities at Eielson Air Force Base, and Fort Wainwright.

Action 3.2.D.3 - Continue to work with military leadership in preparing civilian and military communities in preparation for, and during, deployment.

Strategy 3.2.E - Encourage military population stability at Ft. Wainwright and Eielson.

Objective 3.3 - Technology and Research Development - Support organizations, businesses, individuals and governing bodies that promote the growth of technology and research in Interior Alaska.

Strategy 3.3.A - Actively support UAF efforts to increase their research contracts and grants.

Action 3.3.A.1 - Support state and federal investment in UAF research and required facilities.

Strategy 3.3.B - Promote FNSB as a desirable location for high technology operations that utilize FNSB's intellectual resources, skills and workforce.

Action 3.3.B.1- Continue to invest in reliable energy, and communications infrastructure.

Strategy 3.3.C - Identify and promote logistical, environmental and other advantages of the FNSB to attract technology-related industries.

Strategy 3.3.D - Support public and private research organizations that utilize the Interior Alaska environment for research and product development.

Action 3.3.D.1 - Support development of cold climate research & test facilities.

Action 3.3.D.2 - Promote establishment of a technology accelerator to aid and assist technology transfer.

Action 3.3.D.3 - Develop a research park and other commercialization infrastructure to attract private industry investors to the region.

Action 3.3.D.4 - Promote community access to venture capital.

Strategy 3.3.E -Support research and development into renewable and new alternative energy technology.

Action 3.3.E.1 - Support efforts to use waste as a resource.

Objective 3.4 - FNSB as a Regional Center - Continue to promote and improve the FNSB as the regional Strategic, Social, Educational, Economic, and Health hub.

Strategy 3.4.A - Encourage air carriers to use airports located in the FNSB as hubs for cargo and passenger service to Interior, Northern and Western Alaska.

Action 3.4.A.1 - Encourage intrastate, interstate and international air service and aviation operators to service the Fairbanks International Airport on a daily basis.

Strategy 3.4.B - Develop the FNSB as the Northern and Interior marketplace.

Action 3.4.B.1 - Attract regional conferences and workshops.

Action 3.4.B.2 - Develop social and business relationships with bush communities.

Action 3.4.B.3 - Educate local businesses about marketing and shipping to Interior and Northern region communities.

Strategy 3.4.C - Develop FNSB as vocational and career center for Interior and Northern Communities.

Strategy 3.4.D - Develop Fairbanks as the Interior's health care hub.

Objective 3.5 - Agriculture - Promote the growth of agricultural industry in Interior Alaska and identify domestic and foreign markets for raw and value-added products.

Strategy 3.5.A - Support the development of a "Community Market" to enable local and rural producers and manufacturers to market their goods and services more effectively.

Strategy 3.5.B - Advocate and promote research to develop more profitable crops and manage invasive species for Interior Alaska.

Strategy 3.5.C - Encourage the development and expansion of commercial and truck farming by promoting an increase both in agricultural lands and in available experienced farmers.

Strategy 3.5.D - Encourage the involvement of the commercial farming community within all major infrastructure projects within the borough, to ensure that consideration is given to the needs of commercial agriculture infrastructure.

Strategy 3.5.E - Encourage adding value to all resource extraction activities.

Action 3.5.E.1 - Actively support expansion of the value-added, forest products industry in Interior Alaska.

Strategy 3.5.F - Support responsible forestry development in Interior and Northern Alaska.

Objective 3.6 - Visitor Industry Development - Contribute to the economic well-being of the FNSB by developing and enhancing visitor attractions and marketing to potential visitors.

Strategy 3.6.A - Support activities that enhance and increase the visitor industry in the FNSB.

Action 3.6.A.1 - Support the development of the Morris Thompson Center.

Action 3.6.A.2 - Support continued investment that promotes regional visitor industry.

Action 3.6.A.3 - Actively support increased access to Denali National Park.

Objective 3.7 - Business Development - Support and retain existing business and encourage the expansion and the development of new business.

Strategy 3.7.A - Encourage and support research to improve business opportunities in the FNSB.

Strategy 3.7.B - Encourage the privatization of appropriate government services.

Strategy 3.7.C - Identify and develop sources of public and private capital for the development and expansion of businesses in the FNSB.

Action 3.7.C.1 - Develop and utilize economic incentive tools.

Strategy 3.7.D - Develop community of entrepreneurs.

Action 3.7.D.1 - Educate local businesses about opportunities and how to develop them.

NOTICE: If the event of conflicts with the Comprehensive Economic Development Strategy and the FNSB Regional Comprehensive Plan, the FNSB Comprehensive Plan shall prevail.